



City of Reno

# Ethos

*- A look inside the spirit and culture of the Reno Police Department*

## RPD CORE VALUES

## Chief's Message



I hope this message finds you and your family doing well. Congratulations on the incredible work done in the last quarter of 2011. The men and women of the Reno Police Department (RPD) not only performed exceptionally well in crime fighting and problem solving, but set a new standard for courage, bravery, and service in four very significant emergencies in our region. The many responses from citizens and fellow public safety agencies praising your commitment and professionalism during these events is why we are a Model of Policing Excellence.

### Strategic Intent and Planning

#### *Destiny favors the prepared.*

In preparation to continue moving the organization forward, we developed a strategic planning team which included personnel from across the organization. This team worked very hard over the last four months to develop a comprehensive plan for the

RPD for the next three years. The strategic planning team has already begun working with each Guiding Principle Group to infuse the plan into all six aspects of our Guiding Principles and into the organization. A workshop is scheduled for April 4, 2012, to develop goals and objectives for each Guiding Principle Group. This will be the engine that drives the culture at the RPD and prepares us for challenges in the future. Once the workshop is complete, we will message the information throughout the organization.

We are in the process of hiring six police officers and have requested eight more police officer positions and two civilian positions in the initial phases of the budget process for Fiscal Year 12/13. The actual approval of these positions will not occur until mid-May during the Council Budget Workshop.

### Leadership at the Reno Police Department

Due to retirements, the Reno Police Department promoted three Lieutenants and nine Sergeants in 2011. These newly promoted supervisors have worked through many changes throughout the organization while learning different leadership responsibilities. They are realizing the importance of understanding adaptive work while navigating through the challenges of transitioning into their new roles.

We recently conducted our annual Community Survey and the initial numbers indicate that "leadership at every level" of the RPD may be making a difference. When those surveyed were asked if the RPD personnel they interacted with demonstrated the organizational values of Respect, Honesty, Fairness, and Service, 86% responded 'yes'. Although there is room for improvement, this is a significant representation of your work in our community every day. Remember, every move we make sends a message.

### Reno Downtown Online Program

The Downtown Enforcement Team (DET) has been working closely with downtown properties to improve safety, cleanliness, and the approachability of downtown. RPD hosted a workshop in February 2012, with the stakeholders and from that process will be implementing the three following programs:

- Reno Downtown Online is a communication program developed by RPD with the assistance of Google® to build a comprehensive network to share information on crime, persons of interest, problems, special events, and training opportunities.
- DET has mapped and developed a program to coordinate all CCTV in the downtown core with RPD in an effort to improve crime prevention, crime reduction, and problem solving. While officers will not be monitoring these systems, properties will continue to monitor and report closely with RPD incidents and persons of interest.
- Establishment of a downtown RPD substation at the Regional Transporta-

tion Center (RTC). RPD is working closely with many City departments to move into the south building of the RTC center by July 2012. The recommendation is for that substation to house the DET, Special Events Operations, and any other special operations being deployed downtown.

We feel very strongly that these three programs will improve the approachability of downtown, reduce crime and problems, and build stronger relationships with our stakeholders.

#### **Organizational Wellness Initiative**

Employee wellness, physical fitness, and quality of life for our personnel have always been one of my priorities. Recently, Lieutenant Bill Rulla developed a Wellness Initiative Team to examine our current practices and programs and make improvements. The team has developed several programs within the new Wellness Initiative that provide service for early intervention, peer counseling, and health and longevity. Once the program and policy are complete, we

will introduce them to all employees.

Several employees have participated in the Specialty Health Program, and that program has proven to be incredibly successful in reducing risk and incidents of heart disease and diabetes, while making improvements in weight management. Robb Wolf, an internationally respected leader, in the Paleo Dietary process is now working with us and Specialty Health. Robb will be a speaker at this year's RPD Wellness Seminar in the spring. The subject will be "Living a Paleo Lifestyle."

If any employee is interested in, or needs information on the Specialty Health Program, please contact Karen Rudy for details.

#### **Annual Awards Ceremony**

The Annual RPD Awards Ceremony is scheduled for Wednesday, May 30, 2012, at 1100 hours at the El Dorado Hotel and Casino. The Enrichment Committee has done an incredible job on previous events but this year's An-

nual Awards Ceremony will be the largest in RPD history. There are over one hundred RPD employees who will be honored at the ceremony and I have agreed to include the many agencies and civilians that supported us in 2011. As I mentioned in the introduction, your courage, bravery, and service must be recognized and respected. We look forward to seeing you and your family at the event.

#### **Closing**

Let's continue moving ahead by putting forth every effort to support one another in the pursuit of organizational excellence and maintaining the highest level of professionalism and commitment to serving others in every situation we encounter. As the British Special Air Services (SAS) motto exclaims: ***"We shall always go a little further"***, for at the end of the day, what you do is different and impacts the lives of those you encounter. As always, remember to stay smart and safe.

Thank you,  
Steve

## **In Memoriam**

### **Police Week 2012 May 12, 2012**

In 1962, President John F. Kennedy signed a proclamation which designated May 15th as Peace Officers' Memorial Day and the week in which that date falls as *Police Week*. Currently, tens of thousands of law enforcement officers from around the world converge on Washington, DC to participate in a number of planned events which honor those that have paid the ultimate sacrifice.

The Memorial Service began in 1982 as a gathering in Senate Park of approximately 120 survivors and supporters of law enforcement. Decades later, the event, more commonly known as *National Police Week*, has grown to a series of events which

attracts thousands of survivors and law enforcement officers to our Nation's Capital each year.

The National Peace Officers' Memorial Service, which is sponsored by the Grand Lodge of the Fraternal Order of Police, is one in a series of events which includes the Candlelight Vigil, which is sponsored by the [National Law Enforcement Officers Memorial Fund \(NLEOMF\)](#) and seminars sponsored by [Concerns of Police Survivors \(C.O.P.S.\)](#)

National Police Week draws in between 25,000 to 40,000 attendees. The attendees come from departments throughout the United States, as well as, from agencies throughout the world. This provides a unique opportunity to meet others that share a

common brotherhood. In that spirit, the Fraternal Order of Police DC Lodge #1 sponsors receptions each afternoon and evening during Police Week. These events are open to all law enforcement personnel and are an experience unlike any other.

### **James D. Hoff Memorial**

On May 4, 2012, Officer Hankin will arrange a breakfast at the Reno Police Department Main Station for those attending the James D. Hoff Memorial Ceremony. In the spring of 1988, the idea of building a Memorial to the Nevada Peace Officers that had died in the line of duty started to take shape in the minds of several local Washoe County and Reno Police Officers. The Memorial was named after Reno Police Officer James Hoff who was killed in

1979 while working an undercover narcotics case by the suspects he was investigating. In the summer of 1988, a site had been approved in Idlewild Park and construction started. The Memorial was dedicated on October 22, 1988. Each year, names of fallen Nevada officers are added to the Memorial.

Research into Nevada's history revealed a number of officers that had been killed in the line of duty but never honored with a plaque on the Memorial. In 1993, a project was started by the James Hoff Peace Officers' Memorial Committee to honor all of Nevada's fallen officers. Since that time, a number of fallen officers from the past have been identified and enshrined. Our historian continues his research to this day.

In addition to honoring those officers that made the ultimate sacrifice, the

Memorial Committee also recognizes those officers that during the prior year were placed in harms way and survived. The officers are nominated by their respective agencies and the Memorial Committee reviews the details of the incident to determine if they meet the survivor criteria. Those that do are awarded a survivor plaque and recognized for their heroism.

### Keith Hashimoto

**Beginning of watch 25 July 1988 –  
End of watch 29 March 1996**

A native of Honolulu, Hawaii, 37 year old Keith Hashimoto was a seven year veteran of the Reno Police Department and a member of SWAT. Keith was tragically killed when his parachute failed to deploy during training exercises with Navy SEALs at Fallon Naval Airbase. Keith stood for his convictions and embraced every chal-

lenge. Bravery, courage, and loyalty were his strongest traits. Keith is survived by his wife, Carole and two daughters, Krystina and Danielle. **"NOT WORDS, DEEDS."**



**Respect. Honor. Remember.**

## Making a Difference One Day at a Time (Success Stories and Commendations)

- Officers Ben Rhodes, Brian Bocchese, and Jerel Hallert for their teamwork and attention to detail resulting in the arrest of Justin Bennett. Bennett was responsible for several arsons and three shootings in the region.

- Lt Amy Newman, Sgt Brian Adamson, and Sgt Mark Katre recognized by Deputy Chief Brian Sanchez for their assistance, quick assessments of alternate needs, and hazard areas with the motorcade for Vice President of the United States Joe Biden.

- Officers Jason Hodges, German Rodriguez, Noah Gallop, Travis Warren, and Adam Blount, Lt Rob Larson, Sgt Greg Blair, and Sgt Rick Ayala for their work on CCTV, CPTED, and Google© Maps projects and presentations instrumental in our efforts to battle crime and community problems in the downtown area.

- Officers Scott Johnson and Michael Coombe for their work and attention in canvassing the area, locating video surveillance of supposed suspect vehicle, distributing information, and recognition on location of the possible suspect vehicle leading to the suspect's arrest.

- Officer Daniel Parker received the Leadership Award from Chief Pitts for excellent leadership skills, as well as, a top producer of on sight activity and police work.

- Officer Reed Thomas received a Chief's Certificate of Commendation from Chief Pitts for his work as a member of the Regional Repeat Offender Program for contributing to the effectiveness and success of the unit and apprehending three ROP targets bringing a successful ending for the victims.

- On May 23rd, Detective Zack Doser was promoted to full Colonel with a strong showing from the Reno Police Department. The Command Staff would like to recognize Zack for this great achievement.

- Officers Koger and Johnson for their attention to detail and quick response that resulted in the swift arrest of a bank robber. Officer Koger located the suspect's vehicle in the Sak-N-Sav parking lot and detained the suspect until the bank teller was able to positively identify the suspect. Officer Johnson was then able to speak to the suspect and obtain a confession to the robbery.

## Community Policing

### Catholic Charities and Reno Police Work Hand and Hand

In January of 2012, Catholic Charities made available \$5,000.00 to the Reno Police Department's HELP Office, requesting that the funds be incorporated into the program and used toward the purchase of bus tickets for subjects that qualified for the HELP program in that they have family and friends willing to take them in and give them a place to live but may not qualify for the HELP program based on other HELP program requirements. Catholic Charities requested that the use of their donated money be focused on reducing the amount of homeless using services such as the men's, women's, and family shelters but they left the decision making to the Reno Police Department's HELP Office.

Since the incorporation of the donated funds, the Reno Police Department's HELP Program has assisted a total of 53 clients back to family and or friends that were willing and able to take in the client and give them a place to stay so that the client could possibly re-establish themselves and get back on their feet. Of the 53 clients that were assisted home: 21 were purchased tickets by the Reno Police Department, 15 were purchased tickets by Catholic Charities, 13 were purchased tickets with a combination of funds from both Catholic Charities and the Reno Police Department's HELP Office, 3 were purchased tickets by family, and 1 was purchased a ticket by a combination of family and Reno Police Department's HELP Office funds.

Thus far, the Reno Police Department's HELP Office has spent \$2,292.50 of Reno Police Department's funds on tickets for clients. The HELP Office has used \$2,436.80 of the pledged \$5,000.00 from Catholic Charities, and another \$596.00 has been spent by family and friends on the purchase of bus tickets. The total expenditure so far this year in ticket purchases has been \$5,324.30

making the average cost of each ticket \$100.45 with the total Reno Police Department's expenditure per ticket being only \$43.25.

To put these numbers in context, you need to compare them to last year's statistics. In 2011, there were a total of 105 individuals assisted by Reno Police Department, as well as, family and friends with a total Reno Police Department's expenditure of \$9,892.50 or \$94.21 per ticket, roughly twice the cost so far this year.

So far this year the program has assisted 53 clients home. At this pace, this program is on track to double the 105 assisted home last year.

Prior to the Catholic Charity donation, the HELP Office spent the majority of funds on subjects that had been arrested in Reno and/or had extensive criminal histories. Even within this criteria, the HELP Office typically attempted to limit its per ticket expenditure to between \$60.00 and \$80.00 depending on the criminal history of the client. If the client had no criminal history there had to be further extenuating circumstances such as children or mental disabilities before a client qualified for HELP assistance. Any cost above the HELP Office maximum had to be garnered through family, friends, or by the client. This cap left several potential clients stuck in Reno. Due to the expense of the ticket, the HELP Office was not able to completely fund the purchase.

With the donation from Catholic Charities, those clients that could not come up with the funds required to purchase tickets above the HELP Office maximum were able to utilize the Catholic Charity funds and ultimately receive bus tickets.

Those clients that didn't qualify for HELP assistance but were accessing benefits from the shelters were purchased tickets with Catholic Charities funds.

A case example of this was a male subject that came into the HELP office on Wednesday, March 21, requesting assistance with a bus ticket to Clairmont, California. The subject had come to Reno about one week prior to seeking assistance looking for employment after he had left Clairmont due to an argument with his wife. The subject was staying at the Men's Shelter and after a week of looking for work, had determined that he wanted to go home. Coming to Reno had been a mistake. This subject did not qualify for HELP funds due to the fact that he was staying at the Men's shelter. He did qualify for assistance through Catholic Charity funds and was ultimately purchased a bus ticket back to Clairmont, California and his loving wife thus reducing the impact on services provided to the indigent in Reno.

Even with the Catholic Charity donations, the HELP Office's procedural requirements are still more strict than when the program was fully funded and was a joint project that was staffed by both Reno Police Department and the Washoe County Sheriff's Office.



## Guiding Principles

Over the last two years or so, members of the Organizational Culture and Leadership Group have created and taught the Reno Police Department's Leadership Challenge Course. There are currently 13 members of this group which include: sworn and civilian staff, supervisors and non-supervisors. The group is working on a shortened block of instructions for the Reno Police Department's Leadership Challenge Course in order to complete the training of about 100 fellow employees. They have also begun to "brand out" the five practices of the Leadership Challenge of: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. As part of this branding process, the group felt that the use of the Department's newsletter would be a great forum to not only spread the message of the Organizational Culture and Leadership Group but to provide a platform for other Guiding Principle groups to share their messages and explain the work they have done.

The following article discusses the need for expanded and individual leadership during the turbulent times we are all working through. On behalf of the members of the Organizational Culture and Leadership Group, I hope that this article is beneficial to you and helps to prepare you for the upcoming instruction.

### Leading in Uncertain Times

*"There is a person with whom you spend more time than any other, a person who has more influence over you, and more ability to interfere with or to support your growth than anyone else. This ever-present companion is your own self."* - Dr. Pamela Butler, Clinical Psychologist

The above quote from Dr. Butler comes from an article written by Christopher Neck and Charles Manz entitled *"Self-Leadership: Leading Yourself*

*to Personal Excellence."* The premise of this article is the leadership we exercise over ourselves. Neck and Manz conclude their writing by noting that "effectively self-led employees, both behaviorally and cognitively, may offer the best blueprint for achieving employee and organizational effectiveness in the 21st Century." This work effectively describes what the Organizational Culture and Leadership group has worked on over the last year through the Department's Leadership Challenge Course.

For those who attended last year's course, our course motto was "Everyone is a Leader." The importance of this motto was emphasized recently by the critical and uncertain times we have faced and continue to live through today. The need for each of us to learn and understand our leadership strengths and areas for improvement is key to, as Neck and Manz note, "achieving employee and organizational effectiveness" for our Department. The Leadership Challenge Course focuses on five core practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. Examining all of these practices at a personal level will enable each of us to understand the role we play within our organization and, if taken to heart, to help better develop ourselves, both professionally and personally.

With any examination of leadership, there has to be a discussion on the relationship between those who lead and those who are led. This topic was discussed during last year's course and the expectation of our formal leaders in providing the proper environments to empower each of us in making sound, well thought out, adaptive decisions. The lynchpin to successful employee empowerment lies in the level of mutual trust between leaders and followers. In his work, *"The Speed of Trust"*, Stephen Covey believes that low trust leads to hidden agendas,

work duplication, poor communications, and interdepartmental rivalries that reduce the speed of decision-making essential in moving an organization forward, specifically during uncertain times. We have all experienced this type of culture in our organization over the years and the hope at all levels of the Department is that we make a concerted effort to move away from these negative influences. Along with the ability to make critical decisions at every level of the Department comes the responsibility and accountability for the outcomes of those decisions. All of us should have the ability to make decisions at our respective levels in the organization, but with that type of power comes the ownership of positive or negative outcomes. We should be encouraged to take well-thought out, calculated risks to improve our Department and have the continued support of our direct supervisors and executives to instill innovation and creativity throughout our organization. We have worked hard during these difficult times to provide strong and consistent service to our community through our continued focus on crime fighting and problem solving. The work has taken its toll on many of us but the one area where we truly need to focus is taking care of one another and making sure each of us has someone to count on when the pressure builds up.

In the next couple of months, the Organizational Culture and Leadership team will complete the rest of the Leadership Challenge Course for those remaining employees who were unable to attend last year. These will be mandatory courses and we encourage everyone to attend as early as possible. Please take this opportunity to look at yourself and truly assess where your leadership strengths lie. I would also ask that you have open and honest discussions with your classmates as to where we are as an organization,

where we would like to be, and offer suggestions on how we move toward those goals. Ask yourself what kind of Department do you want to work in and more importantly, how can you affect the change needed to get us there?

Lt. William Rulla

## Crime Prevention Tips

### PERSONAL PROTECTION

#### Away From Home

- Always be alert to your surroundings and the people around you.
- Walk confidently and at a steady pace.
- Make eye contact with people when walking.
- Whenever possible, travel with a friend.
- Carry a wallet in a front or inside pocket. If you carry a purse, hold it close to your body.
- Avoid flashy clothes and jewelry. They might attract unwanted attention.
- Stay in well-lit areas as much as possible. Avoid doorways, bushes, alleys, and deserted streets. Don't take short cuts.
- Don't respond to conversation from strangers on the street – continue walking.
- If you suspect you are being followed, go to the nearest populated area such as a grocery store.

#### In Your Car

- Always lock car doors after entering and before leaving your car. Keep them locked while driving.
- Don't keep an extra key hidden anywhere on your car.
- Have your keys ready as you approach your car.



- Check in and around your vehicle before entering. Park in well-lit areas.
- Don't leave any packages, mail, or personal items in plain view.
- If you think you are being followed, drive to a well-lit populated area or the nearest police or fire station.
- Don't stop to aid stranded motorists. Call for assistance at the next populated stop or use a cellular phone.
- Keep your car in good working condition. Always travel with a full tank of gas in your car.
- When being driven home, request the driver to wait until you are inside.

#### In And Around Public Transportation

- Don't fall asleep. Stay alert!
- Try to avoid dark, isolated stops.
- Stand away from the curb until the bus, train, or other public transportation arrives.
- Don't open your purse or wallet while boarding – have your ticket, pass, or money easily accessible. Sit near the driver if possible.
- Keep your purse in front of you and hold it close to your body with both hands.
- Hold on to your packages.
- If someone bothers you, change seats and/or tell the driver.



- Watch who gets on or off with you. If you feel uneasy, walk directly to a place where there are other people.

#### In The Office

- Never leave your purse or wallet in plain view or in the pocket of a jacket hanging on a chair, door, or coat rack.
- Don't leave cash or valuables at the office.
- If you are in an elevator with another person, stand near the control panel.
- Be alert to pickpockets on crowded elevators.
- If you work alone or before/after normal business hours, keep the office door locked.
- Report all suspicious persons and activities to the proper authorities (office manager, building security, law enforcement).
- Be aware of escape routes for emergencies.